Hello, everyone and welcome to the State of Webinar Series, hosted by the National 911 Program.

My name is Jackie, and I'll be the moderator, for today's session. Next slide please.

Please this Webinar series is designed to provide useful information for the 911 stakeholder community about Federal and State participation in the planning design and implementation of Next Generation 911 systems. It includes real life experiences from leaders across the country utilizing these processes.

In today's session. You will learn more about the Cybersecurity and Infrastructure Security Agency's Cyber Resiliency program.

In addition, you'll learn how Anne Arundel County, Maryland is handling staffing and retention challenges. For closed captioning, hover at the bottom of the zoom screen for meeting controls.

Then click the CC button to start viewing the captioning.

For more information on National 911 Program Webinars, access to archived recordings, or learn more about the National 911 Program. Please visit 911.gov. Feedback, or questions about the Webinars can be sent to National911Team@MissionCriticalPartners.com. Next.

The National 911 Program would like to make you aware that the Docs And Tools section of the 911.Gov website has been updated with new resources and improved access.

911 stakeholders are encouraged to submit links and documents that would be of use and interest to 911 colleagues, including, policy documents, plans, and reports across several topics such as governance, management, technical, operations, and standards and best practices.

You may access the webpage under the 911 systems resources dropdown menu, or you can scan the QR code in the bottom right corner of this slide.

Content can be submitted by clicking the online submission form on the left side of the Docs and Tools page. Next.

The National 911 Program would also like you to invite you to visit the 911 Telecommunicator Tree of Life and share the name of a remarkable 911 telecommunicator who has inspired you. Share your story at 911treeoflife.org.

To honor a special 911 telecommunicator who is making a difference in your community. Next.

Please note that all participants phone lines have been put in a listen-only mode, and this webinar is being recorded. To ask questions of our presenters, feel free to take one of two actions. Using Zoom's Q&A feature located on the bottom of your screen in the meeting controls, enter your question at any time during the presentation, and it will be entered into the queue.

Hover your mouse over the bottom of the page to access the meeting controls. Or you can ask your question live by using the raise hand feature to request your phone line to be unmuted and you will be called upon to ask your question.

Individuals registered for this Webinar will receive access to today's PowerPoint presentation and the Webinar recording. With that I will turn it over to Kate to

introduce our first speaker, Lisa Festa.

Thank you, Jackie. In our first session today our speaker is Lisa Festa.

Lisa serves as the Program Manager for the Priority Telecom Service Program, Deputy Program Manager of the Next Generation Networks Priority Service Phases 1 and 2 Programs, and Program Manager for Cyber Resilient 911. In her roles, she helps lead the nationwide team effort to

deliver priority communication capabilities and a resilient 911 ecosystem in support of Public Safety Critical Infrastructure and the National Security and Emergency Preparedness Community.

Prior to joining DHS, she was with the test director,

she was, the test director, for the USS GERALD R FORD Class Aircraft Carrier Program Office.

In this capacity she led the team responsible for developing the test and evaluation strategy for the next generation of aircraft carriers, which included development, interoperability testing, operational testing, live fire, Full Ship Shock Trials, and cyber survival testing and modeling

and Stimulation act, simulation activities.

Lisa, I'll now turn it over to you, to bring your expertise for our 911 community to hear. Thank you.

Thank you very much, Kate, and thank you, Jackie. Good morning and good afternoon to everybody.

Thank you very much for coming to this Webinar today. As Kate indicated, my name is Lisa Festa, and I'm the Program Manager for Cyber Resilient 911. And so, I work within the Emergency Communications Division of CISA, or the

Cybersecurity and Infrastructure Security Agency. And today I'm here to talk about a new program. Next slide please.

And so, it's a new effort within Systems Emergency Communications Division called Cyber Resilient 911 or CR911

for short. And so this is a program that's going to help 911

centers close operational cybersecurity gaps as the centers upgrade to Next Generation 911.

CR911 is intended to become an acquisition program that will ultimately provide PSAPs

with tools that will help with cyber risk management, cybersecurity education and training, and cybersecurity solutions for 911 centers. And, I'll talk a little bit about that in a follow on slide. Next slide please.

And so PSAP tech, PSAP technology has changed. And with that change it's introduced higher levels of risk for Next Gen 911.

In the past dispatch and PSAP technology used to be simple telephones and radios that presented very little or no cybersecurity risk. Today's technology is almost completely computerized and interconnected, which creates a significant level of

cybersecurity risk.

And it also introduces new cyber attack vectors, and that's also now possible to launch multiple distributed attacks with greater automation against more targets.

And so on this slide. This is some of the data that was compiled from the 2018 SAFECOM Nationwide Survey.

So it is a bit dated, but you could see even back in 2018, nearly half of the PSAPs indicated that cybersecurity incidents impacted their ability to communicate over the previous 5 years.

So that's 2013 to 2018. And on the right-hand side of the slide you could see that one forth of PSAPs indicated

they don't have funding for cyber, operating, or maintenance costs.

Over a third indicated Cybersecurity funding is insufficient to meet their needs. And nearly two thirds of the PSAPs indicated they don't have incentive response plans, policies, and capabilities, nor do they have a mitigation strategy in place.

So, yes, it's dated information, but it, it does show you that there's cyber risk out there as PSAPs transition to Next Gen 911. Next slide please.

And so in this fiscal year, fiscal year 22.

I'm sorry last fiscal year, fiscal year, 22. This calendar year.

ECD. or the Emergency Communications Division within CISA received funding from Congress, and we, and with that funding there was direction that came with it and our direction was to enable a resilient 911 ecosystem, and this was based on all

those risks that I mentioned in the, in the previous slide.

Congress recognizes that there's a need to close some of those cybersecurity gaps that are out there.

And so with the funding that came, we received 20 million in funding, some of that was one year funding, some of its three year funding, and it's directed at closing those gaps. It is also ensuring that the 911

systems can work with all forms of data, video and information services, because that is a change that comes with, with the IP based Next Gen.

911 system. And we are also directed to work with other Federal partners, and that includes FCC,

NHTSA within the Department of Transportation, and also NTIA within the Department of Commerce.

And we're also directed to be guided by the recommendations of the Next Gen.

911 Roadmap. And, which is available on NHTSA's website, 911.Gov. Next slide please.

And so federal acquisition programs can include tangible assets, and they could also include the services or nonmaterial assets.

And so, as we start this new acquisition program, we don't want to narrow down our

focus at this point.

We want to look at both material and nonmaterial possible solutions, and so some of the nonmaterial solutions

include education and training. And, I have another slide coming up that'll show examples of that. It could include cyber risk management, and, and it also could include stakeholder engagement. The Emergency Communications Division

within CISA, has a, has a long history of engaging with stakeholders at the State, Local, Tribal, and Territorial level and we plan to continue in that effort with this new program.

And then in the lower left-hand corner, there's, this is an example of a possible material solution that, that we could,

we could end up developing. And that is, you know, a Regional Operations Center or an Emergency Communications Cybersecurity Center, which could possibly be a center that a PSAP

could transfer their calls to in the event that they're under a cyberattack. And then also looking at possibilities of cybersecurity as a service, where

if somebody is under attack, there's, there's services that they could reach out to help them recover from that attack. Next slide please.

And so I mentioned in the earlier slide that we are, Congress wants us to work with our legislated partners, such as FCC, NHSTA, NTIA, and that makes sense because these Federal agencies have been working with the 911 community for, for quite some time. But, also as we move out in

the circle, we also want to be working closely with

the PSAPs. We want to understand the challenges that are out there as each of the PSAPs transition to Next Gen 911. And then moving further out, it's important to work with 911 Associations, and, as well as Industry and Academia.

There's existing relationships out there with academia, and in looking at interoperability testing and things like that. And, we want to make sure that we are, our eyes are wide open, we look at all the possible solutions that are out there as we kick off this acquisition program. Next slide please.

These next 2 slides are…, the first one's more detailed than the next one, but it's just to show you that when you deal with major acquisition programs that span multiple years and require multiple years of funding in order to design and develop and deliver a solution, it's,

it's important to follow a systems engineering lifecycle.

So, if you look at the left hand side of this slide, it talks about proofs of concept, and those are things that you would do at the beginning to see if something is possible to develop and execute, and before you invest a great deal of money into the into the, into that possible solution. And so it's, it really is..

I recognize it's detailed. It has a lot of information that might not seem obvious to you, or might come across as being a foreign concept.

But it's just, it's the acquisition process that we have to follow at the Federal level in order to ensure that we manage a program

Properly. That we develop a schedule. That we develop a budget. And we work with the various funding offices to ensure that we continue to receive the funding over multiple years to support the program. Next slide please.

And so this is similar to the last side, slide, but a little bit less detail. And, and it talks about the different phases of acquisition.

We are definitely in the early stages and that's called the Needs Phase.

It's very important to, to identify the gaps that exist right now with the PSAPs as they transition to Next Gen 911, and they deal with the cybersecurity challenges that come with Next Gen 911.

We want to understand the issues. We want to understand the problems, so that we could define the requirements of our acquisition program properly. And we define those requirements and then we move on.

From there we, we establish what are Key Performance Parameters, or KPPs,

That, that show what we want to deliver and what we want to provide to the PSAPs going forward in the future.

And so, as we started this year we just received funding in fiscal year 22, in March of this year, and we focused our efforts on developing what is known as a Capability Analysis Report, or a CAR. And so, and so we use the information that was already out there, we use that SAFECOM

Nationwide survey. We use the Next Gen 911 Roadmap, to articulate those operational gaps that are out there. And, we use that to help generate support for this program, and to generate the funding support that we would need going forward to keep our efforts, efforts moving. And so the

Capability Analysis Report, is just, it's, it doesn't focus on specific solutions

it just really focuses on a range of possible solutions at this point.

And as we move forward and develop a mission needs statement and, and other acquisition documents, we will further refine that. And we look at this beginning period as also a chance to do Proofs Of Concept too. And that's what we will be doing in fiscal year 23. Next slide please.

And so within the Emergency Communications Division we touched 911 in many ways, but all involve partnership and collaboration

with stakeholder groups and partners. And, I realize I'm probably partial as I say this,

but I think CISA has a, has a unique role here within the Emergency Communications Division;

We have good relationships already, that we interface at the State, local, tribal, and territorial level. And, also CISA has good relationships, in that they provide services to help protect the infrastructure of the United States when it's under a possible cyberattack. Next slide please.

And so these are just some of the examples of the forums where ECD

participates. There's a SAFECOM NCSWIC Next Generation 911 Working Group. There's

the ECPC Federal 911 Working Group. And we, we plan to keep working in these areas in order to make sure we understand the issues and the challenges that the PSAPs face. And, we collect the

best information to develop the right program and the right solution to help close the cybersecurity gaps that are out there. Next slide please.

And so within the Emergency Communications Division we have a branch that is, is dedicated to technology and keeps tabs on research and development efforts that are out there and already has relationships with DHS Science and Technology, as well as…… other

universities. And so, they are, they are touching a lot of great initiatives, and, and early design efforts that we want to tap into. And, as I mentioned earlier when I showed that detailed slides on the acquisition lifecycle, we want to pursue those proofs of concept. The

ones that look promising, and that could give us the best bang for our buck, in providing either a solution quickly, or a solution

that's really going to make a difference. And, and so we work very closely with

the Nationwide Interoperability Services subdivision within the Emergency Communications Division. And, staying on top of those things. Next slide please.

And so this is an example of one of those tools that already exist. You know and this could be one of those nonmaterial solutions. And, I hope if you work in a PSAP you're already aware of this, but it, what's unique about this this tool, or this best practices worksheet here,

is it's something that could be customizable. You know it's a poster that could be printed out and put on the wall of a PSAP.

But it's also customizable. If you look at the upper left-hand corner, you could see before printing it out where you could insert the name of a State Agency or Department or Division.

And then at the lower left-hand corner you could see where there are, you could put in the important contacts.

So, if somebody is working in a PSAP and start seeing problems, they know who to call.

And if it's, if it's posted on the wall, it's readily available. And then also in the lower section in the middle, you could add in your Federal partners. Like who is your local FBI office that you would call if you noticed your under a cyberattack. And so, these, these tools,

or posters, already exist and it's something that could be used. And, it's, it's something that we could look at, as that

nonmaterial solution to help increase the cyber resiliency of a 911 call center. Next slide please.

And so I mentioned how we collected data from the last SAFECOM Nationwide Survey, and the next one is coming out right now.

It'll, it'll probably be available at the end of this calendar year or early in 2023. And I urge you to participate. If you get the survey, if it shows up in your

email, please participate. Because this is something that we can use to

make sure that we get the requirements right for Cyber Resilient 911.

It might may not be obvious where it, where it links to you, but, because it's divided up in different ways.

There's a technology section. There's a security section. There's a training section. There's governance.

But, this survey could be sliced and diced, so that, the data coming from it can be sliced and diced, so that we could really see the challenges that 911 call centers are facing. And so please, please, I can't say this enough, please participate in

the SAFECOM Nationwide Survey. And, it it'll help us get things right going forward.

And so with that, that concludes my slides.

I'm happy to take questions. But thank you very much for being a dedicated partner, and making progress for the 911 community. And thank you in advance for participating in the SAFECOM Nationwide Survey.

Thank you so much, Ms. Festa. That was very, very informative.

And we'll start the Q&A portion of our session now. As a reminder, to ask a question, please use Zoom's Q&A feature located at the bottom of your screen, or press the raise hand button so we can unmute your phone line.

I'll start. We have 3 questions right now, and a few more coming in.

The first one is from Ravichandra. And, the question is: "Are cybersecurity technology and processes of PSAPs any different from that of commercial entities, such as banks?"

So there, there is a lot of similarity. One of the things that I always focus on is, it seems like, if you work for any organization, they are constantly preaching about the importance on don't click on a link, if you didn't know where it came from. And, and I think what's unique about a PSAP is they don't have that luxury. They might need to click on a link, in order to get information on a 911 call for assistance. And so, I think that's the thing that makes a PSAP unique, and adds additional challenges.

I have a second question from Guy Benson, he said.

"I noticed on your cyber, resilient stakeholder slide, there was no mention of ILECs or OSPs, originating service providers. Why not?"

And I guess they would be covered under industry. And I didn't get specific enough.

But thank you for that feedback cause maybe we do need to call them out specifically.

Another question is: "Will Federally owned, or Co-Operated PSAPs be able to take advantage of the acquisition strategies and services you are developing?"

That is the intent. One of the things that I've learned since starting within this program is that a lot of the Federal PSAPs haven't transitioned yet and so I think it's important to understand the State and identify all the Federal PSAPs that are

out there.

And I have, I'll take one more question for you Lisa.

"One of the challenges we have today and doing the risk assessment is estimating the likelihood of whether PSAPs will be targets for script kitties, nation-states or APTs.

They are good targets, of course, but traditionally the attackers stay away from it. Are there any risk assessments that can be shared so that the money we spend is appropriate to the level of threats?"

It, It's, I hope, we could share some of that information. One of the things that I was under,

the impression when I first got here, is that individual PSAPs didn't want to share a lot of information because they were concerned about kind of getting a report card on all their problems.

But, as I participate more in the NASNA workshops, it sounds like there's a willingness to share. And, and I think we could

anonymize the information, and share some of those risk assessments without identifying particular PSAP.

And there is just, I'm going to ask one more question, because there's two people who are asking a very similar question: "what is, one of the topics we would like to understand is the importance of time and National 911 systems. What are the sources of times, what they might be, whether

GPS, or other sources, and how they might be protected if at all today. Is that being evaluated as part of the gap analysis?"

It at this stage we haven't specifically called that out, but that's a good point.

I know protecting GPS timing information is something that impacts more than just 911 call centers. And, but that's, we probably need to include that in some of our early acquisition documents.

And thank you, everyone for all the questions I know there are many more, but in an effort to make sure we get to the second presentation and have some time to answer questions,

I'll be moving on. However, we will address your questions over the course of the next couple of days, where we have record of them, and we will get back with you.

I'll now ask Kate to introduce our next speaker, Anne Pingel.

Kate.

Thank you, Jackie. Our next speaker is Ann Pingel, the Communications Manager for Anne Arundel County Police Department, in Maryland.

Ann has worked in the 911 communications profession for 36 years, starting her career as a call taker and advancing to a center manager

for a sheriff's office in Florida. Retiring in 2015, she moved to Anne Arundel County, Maryland in 2016, where she is the Communications Manager for the Anne Arundel County Police Department. Ann, I'll now turn it over to you.

Thank you very much, and welcome everyone I know this is a 911 staffing challenges.

It's on everyone's mind. So I'd like to go back, if you'd like to go the next slide please.

I'm going to give you some history on our hiring challenges that we've gone through over the last several years. So previously the Department would receive, Anne Arundel County, would receive 250 to 350 applicants. Applications, for the position of a 911 specialist and/or Dispatcher,

And this process. Excuse me. This process was driven by the county personnel department up until the oral interviews. So all contact with the applicants was done via email. And then once the oral interviews took place,

our police background Investigators would make contact with applicants. So pre-Covid, we did receive high numbers of applications. But the results were low on the applicants actually being hired. And, I think, I do hear that from other departments, and agencies as well, that is not something that's like

shocking, and then, of course, once Covid hit, our application numbers just plummeted.

In fact, we were receiving to low 100s, to actually below. Again, we had low numbers on applicants actually being hired.

So post-Covid, we were, we were hoping that our numbers would increase. But this is not something that we saw. So we decided

at that time, that it was time to review the process and determine what exactly was missing. Next slide please.

So, what we did is, we looked at it, and we said, before we, our hiring challenges before our recruiter, we looked at it and our job posting was only open for 20 days.

Our pre hirer testing was The Critical. Which a lot of agencies and a lot of departments use across the Country. County personnel set up testing times, which some were not conducive with the schedules for the applicant. So we had to make contact with them, and we had to talk to them, and say hey,

Can you please have it on the weekends, or have it in the evening hours?

We had a, because they would have to physically go to our , to our community personal, excuse me, our County Personnel Department, and go into like a computer lab.

So we had to try to open those timeframes up.

We did open houses, at that point they were in person, and attending numbers would fluctuate.

Sometimes we have really good ones, and sometimes we would have not so good. But once Covid hit, obviously, we stop that immediately. Oral interviews, oral interviews

we would only have one person from the communications section on the oral interview, and then two others sworn. So we always felt that that was that was an issue as well.

The next hurdle, I will use that word, as electric, it's called electronic statement of personal history, it's called ESOP, and that's where your applicant is going to be downloading the documents. They're going to give work history.

They're going to give references. This computer, this system, is time consuming, and it's all date driven.

So you have to open it up by a certain date. You have to have everything downloaded by certain date, and it is what we considered overwhelming for the applicants.

And then once they got into that, they would get into the background investigation. But our background investigators didn't just have one applicant.

So they would, yes, they would make contact with them, with the applicants, but it wasn't like a personal touch. It was more of, they have several to do. So we knew that they weren't being able to reach out as much as they needed to.

The next portion is what they get a conditional letter of employment, which was wonderful, but then we'd also have them take a drug test, which we all know a lot of people fail that as well. Next slide please.

So, looking back, we sat down and start talking, and said: What works well with the current process. And then what does not? So during the year of the pandemic, my center lost 15 911 specialists and/or dispatchers for all types of reasons. But, so that, obviously we're going to be in a staffing crisis.

Because a lot of them had experience, and that really put us in, okay, what do we need to do? So, moving forward the goal was to fill these vacancies with people who are able to complete the application process.

And be successful in the training program. That was a huge portion of it, because to make sure that they were successful, we needed to get that right,

the right fit in there. So we looked at the areas that we were losing applicants.

One was minimum requirements. That means the applicant was not understanding if they had met the qualifications.

Another one was Critical testing. Another one was the oral interview, a lot of people are not,

don't understand, or don't know what to do when they go into oral interview.

And of course, the background, software, and the drug test. So, we looked at, another area that we looked at was who's responsible at that point?

Who was it responsible for the recruiting? Well, the majority of the recruiting effort was put on the training coordinators.

Now they were doing the best, trying to attend events and get the word out.

But they had their own training to do for the whole staff.

They had other projects that they were assigned, and recruiting was just not a priority.

So, it was actually falling to the bottom of the pile.

We needed to make a change and move forward, and so we needed to come up with some ideas. Next slide please.

At that point the decision was made to hire a communications recruiter.

So we were very excited about this. So we have to look to figure out what are you looking for in a recruiter? Okay, one type of person are we looking for? The person must understand the duties of a recruiter.

That's someone who is not afraid to reach out to people.

They must be self-motivated, definitely have to have flexible hours, and they need little or no supervision.

So you have to put all that into perspective. So then we decided we will compile a job description. Now for us,

we were lucky enough to have a former police recruiter who had retired the year before. And we reached out to him to see if he would be interested.

He came to us with the recruiting experience, so that was wonderful, and, but, he needed to learn the communication side of it.

Yes, he could help the sworn side, but he really needed to learn the communication side. So, you need to put together a job description and this job description must include experience, and compensation, and the hours. So how much are they going to be paid? My department went with a contractual position which means the

recruit, excuse me, the recruiter, can work up to 1500 hours a year, and that equals out to about 28 hours a week for 52 weeks.

Now we know, that not everybody works 52 weeks a year.

So, what the recruiter has done is the weeks that he needs to have more hours in, he works it. The weeks that he needs less, he works that. He also takes vacations. So he knows that his amount of hours are 1500 hours. So he plays around with that, and we can put, like again, some more on some weeks, some less than others. And then you also want to definitely research the pay scale for

a Recruiter. So if you find somebody that does have experience, this may drive up the hourly rate.

Lastly, you want to make a list of expectations and responsibilities. It needs to be pretty clear cut what exactly you're looking for this recruiter to do. Next slide please.

So the responsibilities. What are the expectations. For us, it was a few things. It was to raise a number of applications, obtain higher number of applications that pass Critical, and complete the background process.

We also wanted the applications to understand the job and the position.

That was very important. Because we all know that people, when they think of 911, they think that we're probably just answering phones and it's not, not as entailed as it is, and that it doesn't have as many duties and responsibilities.

So another expectation was to have that personal contact with the applicants. And, help them through the process. To reach out to touch them. To talk to them and give them that little support that they need. A recruiter has to understand the

organization and its goals. What, what are our recruiting needs and what are our commitments.

So for us, we needed someone to attend events, work with both the County Personnel Department and the Police Personnel Department. But the recruiter also needed to come up with ideas and ways to get information out for job postings.

Take this responsibility off the training coordinators and off management. When some events would come up earlier, we would try to put out and say, "Hey, does that anyone in the center would like to help out with this recruiting event?" And they're already working on a lot of hours, they want their days off you, you know we'd

get very little feedback, saying, No, I can't do it, or whatever. You might have that few, that small chore of people, but for them they want to have their days off and so we didn't want to try to intrude on that.

So, we look at it and the recruiter will need to learn and understand what a 911 specialists and a dispatcher does. Next slide please.

So the expectations. What is the main goal for the recruiter? Well for us, a recruiter needs to understand recruiting needs and commitments.

It is a goal, again, to have a bigger applicant pool.

Hire the most qualified people. That's one, that's very important.

One area Anne Arundel County thought it was important, was for, to have the recruiter reach out to these applicants. So we provided the recruiter with a cell phone, business cards, and even a vehicle to use. So that really made it where we knew when he was going to the events they

weren't using their own gas. That was all on the agency. Their cell phone - they wasn't using a private cell phone. We made business cards.

They have an email address. So it, we did everything we possibly could to make it easy for the applicants to reach them. And, then also we posted the recruiter information on a social media with the job postings. So right from the very beginning even if they maybe or not were only thinking about the job, if they had questions they could reach out to them.

The recruiter will need to develop some type of tracking system for the applicants, and then they can track their progress throughout that whole process. And this will have to, will definitely have to include information for on the applicant.

So the next expectation is Community Outreach. ..What is your agency, your department looking for community outreach?

What works best for the organization. Obviously social media, department websites. Advertising.

Now, we used radio ads. And this advertised, advertising can be expensive, but it also reaches a large audience of people.

When you look, you can look at the demographics, you can look at ages, you can look at the number of listeners that a station hits.

So we thought that was important. And we also, you can also decide on the time of day you want it to be, run your Ad. How many times a week.

So they, you can really get very detailed. We also did billboards, or we also looked at billboards. Billboards, I will say, are very expensive. But, these are visual aids for drivers. So that also helps, especially if somebody's using the same interstate or same road all the time.

Signboards and banners were another area that we worked on. And then, lastly, make sure the recruiter understands what a 911 Specialist and Dispatcher's duties are. We made sure we had them, had him, them sit and listen to 911 calls, non-emergency calls, sit with,

at a radio position. And they then must also gain knowledge of all the computer programs that are used in a communication center. And, that would, that just doesn't include the CAD, it doesn't include the radio, doesn't just include the phone, we all know those computer programs, but most of us have rapid SOS. You know you have a mapping system.

They need to understand and be able to answer these questions. Next slide please.

So getting to the, into the, knowledge of the organization. So you look at the selection process. The recruiter must learn exactly how this election process works. And look at ways it can be improved. Again, for us was more of that personal contact.

The other part of it was, helping them through the computer program for the background information.

So we looked at, Where are we losing our applicants? For us, it was a personal history background for computer program. And, it's just so overwhelming, because, depending on how many jobs you've worked, you know all your neighbors, all your work history, or your, excuse me.

Oh, my gosh! I just lost my train of thought! Oh!

and the documents. A lot of it, it takes a lot of people time to find those documents. We try to give them a heads up. Okay, these are the documents your going to need, start looking now.

So that can be overwhelming for somebody.

Following deadlines. That's another area, is to follow through with deadlines. We lost a lot of people, again, they weren't opening the emails. They weren't responding in enough timeframe, and they only give them a certain amount of time, and then they're disqualified.

So what is an oral interview like, that's another thing. How can how can our oral interview be improved? Look at the questions.

Can the questions be updated or change? And this helps sometimes by when you have a new set of eyes on them, not just the same people.

So another area, we thought was very important is what the minimum, the recruiter really must know with the minimum qualifications for the position are. So they need to understand that. Can it, can it those minimum qualifications be better defined in the job announcement.

For example, our job announcement stated that it was, we would like some experience with computer programs, but that doesn't have to be Microsoft, Excel, Word, PowerPoint.

It could be something as simple as using a cash register in a retail or fast food organization.

Because that is considered a computer program. So, to help answer those type of questions that was important.

And then the other area that we found out that was very important is, "What disqualifies an applicant?"

So, of course, maybe you know, depending on the organizations, we have drug use, credit issues, convictions, you know the recruiter will need to be able to answer these questions for the applicants.

And believe me, if they are disqualified, they are going to want to know why. Next slide, next slide please.

So recruiting needs. So knowledge of the organization, social media announcements, open houses, advertising. And, these are our tools.

So, learn the best ways to get out to the public for our job openings.

So you can pull some social media. But do they need to use all types? We use Facebook, Twitter, Instagram, so it helps if the recruiter does have, is able, and is comfortable with using those type of social media. And, you have to remember people are literally on social media, a majority of the day, and that person may pass on the information to someone who might need a job.

That's kind of like the radio ads, too. Heck, I've heard radio ads for other agencies around and think, oh, gosh! Okay, they're hiring and if you know somebody that might be looking or lives in that area is looking for that you could pass it on.

We did not move to virtual open houses, and that has worked very well for us,. And I'll get into that in just a little bit too.

Put up banners, flyers. Look at high traffic areas for signboards.

This sounds very, very weird, but we put, basic sign boards, just like they use for, like in a construction zone, on three areas of very heavily used roadways.

And you, I was just astounded at all the feedback, for the positive feedback that we have received when people see those signboards. We, when we're doing in house open houses, we would ask, How did you hear about this?

And a majority of people would say, Oh, the signboards!

Because we'd only have one out at that point. So now, once we hire the recruiter, he's like, why aren't we putting them at other areas of the county? So now we have three in very highly trafficked, high traffic roadways.

You can put up banners. You can put a flyers. You can attend all different types of events.

So we looked at what events! Job fairs, of course, are a big one.

College and high school, job fairs. Businesses that are possibly closing down in the area, lots of times they'll let recruiters come in and talk to the people to help them find another job. Mall events. The malls having some type of event, we

set up a table. In fact one thing is our emergency management has a Preparedness Day, and we set a recruiting table up during that Preparedness Day, just to give the information out.

And it's so important to attend these type of events, because again, you don't know if there's somebody there that may know someone that's looking for a job. So you got to have to kind of think outside the box. And, all these things that we've talked about, all these events

are just not going to be daytime hours. So that's why it's very important the recruiter must understand that the hours they do are flexible, because we all know that things happen in the evening hours things happen in the during the morning. And things happen in the afternoon.

So we looked at where is the best time, and when is the best time in the application process to make contact with the applicant. And I will say the sooner the better.

Once our county personnel releases the email addresses of the applicants. Our recruiter reaches out, he right away makes contact. And, another way is the virtual open house. So when we have a virtual open house, it is actually in our job posting.

So what we do, is we actually look at the, when we post a job,

Now we post the job now for 60 days, which has really been helpful for us.

So we look at the calendar and we think, okay, when can we have virtual open house. And how we do that is, we normally have it for 3 hours, so we have sessions.

We'll have a session say from 4 in the afternoon to 4:45, and then we have one from 5 to 5:45, and then one from 6 to 6:45. We only go to 45 minutes. We give them the questions and then what we like to do is that gives us time to regroup, and kind of talk over things, and if there's something that we need to change. But when you have a virtual open house, you need an email address is required to register, because we do have the people, we have a link on the job posting, and then we send out social media with links on it, like the day before, a couple of days before.

So they have to register for the virtual open house, And I will say our recruiter is so, has taken such a positive approach that he'll start emailing and contacting them shortly after the presentation. even if they have not actually applied for the job. At least it gives them, hey, somebody's reaching out and can answer some questions that may come up.

We've had it before, where the presentation has ended and his phone was already ringing because people were calling him and asking him questions.

We also make sure that he makes contact minimum at least weekly. Lots of times, it's more. But at least once a week. Next slide please.

So some of the best practices for us, have been, once the recruiter has the best way to get that information out, and what type of advertising works well, again, well in the past we've used radio ads, social media. We also use gov.com and Indeed.com, your county website.

You can use NENA and/or APCO, but there is a cost associated with that, and then also, again, our sign boards, which I know people think that's crazy, but it really does work well, and banners.

Social media works the best for our virtual open houses, and that, again, is included on our job posting.

Make sure that they attend as many events and job fairs as possible.

Now another thing that we kind of jumped in. Since we're a police department, is, we have our communications recruiter actually go out with the sworn police officer recruited to attend some of the events. And that way, if you find something that somebody that maybe doesn't want to be sworn they may have

somebody that wants to at least have a job within the law enforcement or within the department, and we have our communications recruiter. One area that we found that works well is Military Bases, because you have people that are retiring from the military, maybe they don't want to, maybe they do want to start a new career, but they don't want to start one as a sworn officer, so we have our Communications person there. Next slide please.

So best practices. We're just going to go over this real quick.

The best time to contact the recruiter is obviously going to be as soon as possible.

Host the open houses. And our open houses provide a lot more information than just what the job is about.

We talk about the salary, we talk about hours. We talk about training to the benefits, we talk about being a union shop, shift schedules, and of course a contact information for the recruiter and as well, as the County personnel in case they have not submitted an application. We work with them.

regarding the Critical testing. I had the recruiter take the Critical test, to, just understand it.

It doesn't matter if you passed or failed, but at least he could understand what the test was like.

So then he could go on and provide as much information to the applicants.

So we tell them. Go on YouTube, go on to the Internet.

There's all kinds of information about the Critical testing. Now, with our agency, we have let them take the test more than once, and now we've gone to the link.

So when they do want to take the test, we send a link to them and they can take it.

We don't have specific times, and they do not have to go on what we call downtown. They don't have to go downtown to take the test anymore, and that's made a big difference.

And then go over the background investigation with the applicants and the process. Make sure they understand what the eSoft is.

What's that computer program, because they need to know what's going to be needed?

And we also talk about that. Excuse me, in our open house, about, hey?

These are the documents you want to start getting together, and of course the group, your computer,

I'm sorry, the recruiter really must need to know the background software so they can work with county personnel, and that makes them feel a little bit better. Alright. Next slide please.

Alright, the most important is you keep those lines of communications open with applicants to answer questions, and again have them make at least weekly contact.

A system and understanding the Critical test, and provide as much information for that as possible.

Prepare them for the oral interview. This is important.

Give them direction. What an employer is looking like. How to dress when you come for an oral interview, and how to act in an interview. Set up observation.

We want to make sure these applicants understand what this job is.

Again, we all know the public think that all we do is answer the phone,

but we know there's so much more to it than that. And, stay in touch with the applicant until the final offers are received.

Lastly, you keep documentation on current and past applicants. Because someone may not be able to start in your next class, but if something's, we set ours pretty far ahead, if

something's coming up, we can let them know. In fact, excuse me,

we just had a one of our previous applicants wasn't able to attend, our recruiter reached out to her last week, she said,

"okay, I can go ahead and I'm gonna reapply."

And she's looking for our next classy that's gonna be starting in February.

And one thing, one way we figured out that this really does work well,

is, we had a class start in September, and every one of them said if it hadn't been for the recruiter, they probably would not have been able to complete the process because it is so overwhelming. So, I want to thank everyone. I hope

I just gave you some good information, and I appreciate you listening to the PowerPoint.

Thank you so much. Ms. Pingel. We'll start the next Q&A

portion of our session, as a reminder.

Please use Zoom's Q&A feature located at the bottom of your screen or press the raise hand button, so we can unmute your phone line. And our question for you, Ann, is, "were radio ads available as public service announcements versus paid advertisement?"

No, not anymore. That was the first thing that I, when we started talking about the radio ads,

that was one of the first things, we went with iHeart radio, and then we kept changed to another major, I'm sorry I can't. I'm sorry, I just can't think of the name of it. But no, that was one of my first questions then, because I know years

ago they had to provide some type of public service. They don't. But you can talk to, again,

one that we used before was iHeart. And, they will tell you how much it costs, and the times, the different times a day. And that's why it's gonna, if it's gonna be like 7 A.M. to 11 A.M. in the morning

it's going to be a higher, where it's more of a people are going back and forth to work. The afternoon is a little bit quieter, but we were looking for, hey,

the on the drive home. But yes, they don't do that anymore. I was sad to hear about that as well

Another question for you Ann is, "Does the recruiter give recommendations regarding applicants? Since the recruiter has worked so closely with them?"

Not really. He's letting the process. He lets a process take effect, and it's gonna be how they, like, how they do on their Critical.

How they do on their oral interview. He just helps guide them and doesn't really say, Hey, this one looks like a good fit or not. Its, it's because, he doesn't sit on the oral interviews, so we try to let the process work we just want him to help

them through that process.

Alright. Thank you so much. I do realize there are additional questions, and we will make sure we get answers out to all of you.

Thank you again to both of our speakers today. Very interesting topics, and very timely.

Please mark your 2023 calendar for the next Webinar, which will be held January 10th, and every other month after that on the second Tuesday of the month at noon eastern. This concludes our, some, our webinar today we appreciate so

much everyone's participation. An archived version of the Webinar will, along with the listing of the 2023 Webinar dates will be available, on 911.Gov.

Soon. And we hope you will be able to join us in the future for more of these.

Thank you all, and have a great day

Thank you.